



Rebalancing The Instruments of National Power

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Background



- **Stability operations, a broadly inclusive term,**
 - have been a historical national security policy component and very prevalent in the post-Cold War period
 - will grow in importance over the next several decades
 - demands extraordinary unity of effort across the USG and with other key external actors
- **The desired unity of effort**
 - requires common understanding of the various mission elements
 - Implies common planning assumptions to guide mission preparation and execution
- **Due to strategic ambivalence about the purposes for stability operations a common understanding does not exist**
- **Strategic consensus on these fundamental issues needs to be achieved before national and coalition questions of doctrine, process, capability development, and planning can be properly addressed**



Current State of Affairs



- **Military and Economic Juggernaut**
 - No military peer competitors; some economic challengers
 - These however are capabilities not strategies
- **Diplomatic Apprentices vice Professional Diplomatic Tradesman**
 - Diplomacy the integrating function across the DIME
 - Strategy; proper balance between the carrot and the stick
 - What has been the USG Diplomatic Strategy in the post cold war period?
- **Information Operation Neophytes**
 - Madison Ave and Hollywood sell vice (appeals to the temporal)
 - We are trying to sell virtue (appeal to the spiritual)
 - With out a strategy can not effectively convey a message
- **Asymmetric warfare**
 - the ability to gain operational and strategic advantage by exploiting the seams among the DIME Domains

Desired Future



- **USG strategic framework focused on preventing conflict due to state instability; yet able to deal w/war and post conflict instability**
- **A whole of Government “common assessment”**
 - Collection against common information requirements
 - Situational and cultural analysis to ID information gaps (Intel) requirements)
 - Synthesis leading to situational and culturally attuned policy recommendations
- **USG regional and country specific strategies (mandated and funded by congress) vice programmatic strategies**
 - Integrated USG planning effort and budgeting process
- **Fully integrated civil military teams to implement USG policies and supporting strategies**
 - Command and control structures
 - Common lexicon, doctrine, training and education
- **Effective outreach to NGO/IO community and private sector**
 - IO/NGOs provide transparency and oversight (IO)
 - Private sector brings innovation